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Acting Comptroller General
of the United States

July 22, 2026

The Honorable Scott Kupor
Director
U.S. Office of Personnel Management
1900 E Street, NW
Washington, D.C. 20415-1000

Priority Open Recommendations: Office of Personnel Management

Dear Director Kupor:

The purpose of this letter is to call your personal attention to three areas where open recommendations to the Office of Personnel Management (OPM) should be given high priority.

In January 2026, we reported that, on a government-wide basis, 77 percent of our recommendations made 5 years ago were implemented.¹ OPM's recommendation implementation rate was 44 percent. As of June 2026, OPM has 69 open recommendations, including eight priority recommendations.² Since our August 2025 letter, OPM implemented three priority recommendations.³ I appreciate OPM's continued commitment to addressing our priority recommendations, which will better position the department to more effectively and efficiently achieve its mission.

We are highlighting the following areas that warrant your timely and focused attention:

- **Preventing improper payments.** The Federal Employees Health Benefits (FEHB) program is the largest employer-sponsored health care program in the country. In fiscal year 2025, the FEHB program provided health insurance benefits to 8.2 million individuals at a cost to the government and enrollees of approximately \$70 billion. OPM has overall responsibility for administering the FEHB program and for ensuring only eligible family members receive coverage. However, OPM has not yet implemented a [monitoring mechanism](#) to remove ineligible family members from the FEHB program, as we recommended. On July 4, 2025,

¹GAO, *Performance and Accountability Report, Fiscal Year 2025*, [GAO-26-900644](#) (Washington, D.C.: Jan. 29, 2026).

²GAO considers a recommendation to be a priority if when implemented, it may significantly improve government operations, for example, by realizing large dollar savings; eliminating mismanagement, fraud, and abuse; or making progress toward addressing a high-risk or duplication issue.

³GAO, *Priority Open Recommendations: Office of Personnel Management*, [GAO-25-108081](#) (Washington, D.C.: Aug. 6, 2025). In this letter, we identified 14 priority recommendations. Since then, in addition to the three priority recommendations OPM implemented, we removed the priority status from three recommendations.

legislation was enacted that directed OPM to implement this recommendation.⁴ By doing so, OPM could prevent improper payments, which OPM has estimated to be up to \$1 billion annually.

- **Strengthening IT management.** Federal agencies annually purchase thousands of software licenses from vendors. We recommended that OPM compare [software licenses](#) it has purchased to those it uses. Doing so could help OPM identify opportunities to reduce costs on duplicative or unnecessary licenses. In addition, federal agencies vet personnel to determine whether they are suitable for employment or eligible to access classified information, among other things. However, OPM has not ensured that its IT systems contain complete and accurate information on certain [personnel vetting determinations](#), as we recommended. Fully implementing this recommendation will help OPM carry out its personnel vetting oversight responsibilities, as well as help agencies access personnel with the skills needed to accomplish their missions.
- **Managing the federal workforce.** OPM serves as the chief human resources agency and personnel policy manager for the federal government and plays an important role in ensuring agencies have the tools and resources needed to address government-wide skills gaps. To improve its management of the federal workforce, we recommended that OPM evaluate [hiring authorities](#) to make them more effective, examine ways to modernize the [classification system](#) for defining and organizing federal positions, and address its own [skills gaps](#). OPM has taken some steps to strengthen its human capital management, including launching Tech Force to centrally recruit and place candidates across agencies and updating various classification and qualification standards to focus on skills and competencies. Fully implementing our recommendations could further help agencies attract top talent to the federal government and OPM better meet the needs of a modern workforce.

One of these areas—[strategic human capital management](#)—is also included on GAO's [High Risk List](#).⁵ Several other government-wide high risk areas have direct implications for OPM and its operations, including the [government-wide personnel security clearance process](#). We also identified actions OPM should take to reduce fragmentation, overlap, and duplication. As part of this work, we identified additional opportunities for greater efficiency and effectiveness that result in cost savings or enhanced revenue collection. For example, we reported that OPM could strengthen its controls for [mitigating fraud](#) in the FEHB program. Strengthening anti-fraud controls may lead to cost savings by preventing, detecting, and responding to fraud and related improper payments in the program. More information on our [Duplication and Cost Savings](#) work can be found on the GAO website.

A comprehensive list of open recommendations, including new priority recommendations, and information about their status can be found on the GAO website at [Recommendations Database](#)

⁴An Act To provide for reconciliation pursuant to title II of H. Con. Res. 14, Pub. L. No. 119-21, § 90101, 139 Stat. 72, 362–363 (2025), commonly known as the One Big Beautiful Bill Act.

⁵This list identifies government operations with greater vulnerabilities to fraud, waste, abuse, and mismanagement. GAO, *High-Risk Series: Heightened Attention Could Save Billions More and Improve Government Efficiency and Effectiveness*, [GAO-25-107743](#) (Washington, D.C.: Feb. 25, 2025).

[| U.S. GAO](#). Copies of this letter are being sent to the appropriate congressional committees.⁶ This letter will also be available at [Priority Recommendations | U.S. GAO](#).

We would welcome an opportunity to discuss how to address our open recommendations, as we pursue the shared goal of working to increase efficiency and effectiveness of government programs and spending. Please do not hesitate to contact me or Cardell Johnson, Managing Director, Strategic Issues Team at JohnsonCD1@gao.gov. Contact points for our Offices of Congressional Relations and Media Relations may be found on the last page of this letter. Thank you for your personal attention to these important issues.

Sincerely,

//SIGNED//

Orice Williams Brown
Acting Comptroller General
of the United States

⁶We also help Congress identify congressional oversight actions that can help agencies implement priority recommendations, such as incorporating them into legislation. James M. Inhofe National Defense Authorization Act for Fiscal Year 2023, Pub. L. No. 117-263, § 7211(a)(2), 136 Stat. 2395, 3668 (2022) (codified at 31 U.S.C. § 719 note). Congress can also use its budget, appropriations, and oversight processes to incentivize executive branch agencies to act on our recommendations and monitor their progress. For example, Congress can hold hearings focused on agencies' progress in implementing priority recommendations, withhold funds when appropriate, or take other actions to provide incentives for agencies to act.

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